

Department of Housing and Community Affairs Performance Review

Rick Nelson, Director

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Review Affordable Housing Indicators**
- **Overview of Historical Departmental Budget**
- **Performance Update**
 - Includes MC311 Information where applicable
- **Linking Performance and Programs**
- **Wrap-up and Follow-up Items**



Meeting Purpose

- **Review Affordable Housing Indicators**
- **Discuss linkages between headline measures and budget programs**
- **Determine the impact of DHCA programs and activities on headline measures including projected performance.**
- **Review MC311 data that relates to headline measures.**



Affordable Housing Picture over last three years

- Affordable housing in Montgomery County has not lost ground over the past three years due to aggressive efforts by HCA given fluctuating HIF funding, down markets for single family residences and a challenging multi-family market.
- The county with its not for profit partners stepped into the void created by the lack of production activity by the private sector. The economy has turned around to the extent that the private sector is becoming more active in both planning and producing multi-family housing.
- The County has aggressively attacked the foreclosure problem through outreach and counseling over 4,000 homeowners.
- The past three years have seen the county's effort produce and/or preserve over 4,600 housing units for low and moderate income families with an additional 750 units in the pipeline.
- The demand for affordable housing should increase since seniors and many employees are facing frozen income, if not reduction of income due to reduced hours and/or layoffs. Added to this is the strong rental market and continuing rising rents.
- There has been strong vocal support for affordable housing over the past three years but that support wanes when the rubber hits the road and it is time for action.



Source: DHCA, October 2011

Priority Area: Affordable Housing in an Inclusive Community

Indicators – Summary of Findings

- **Foreclosures**

- Maryland's overall foreclosure events have been declining quarter after quarter.

- **Homeownership**

- Nationally and regionally the County's homeownership rate is near the median. Regional homeownership rate was at 65%. In the past three years the County's homeownership rate has slightly declined.
- The burden of housing for homeowner is steady around 39% nationally and 35% regionally paying greater than 30% of their income on housing.
- The median value of homes and the number of a home is on the market for sales are nearly at pre-2008 levels.

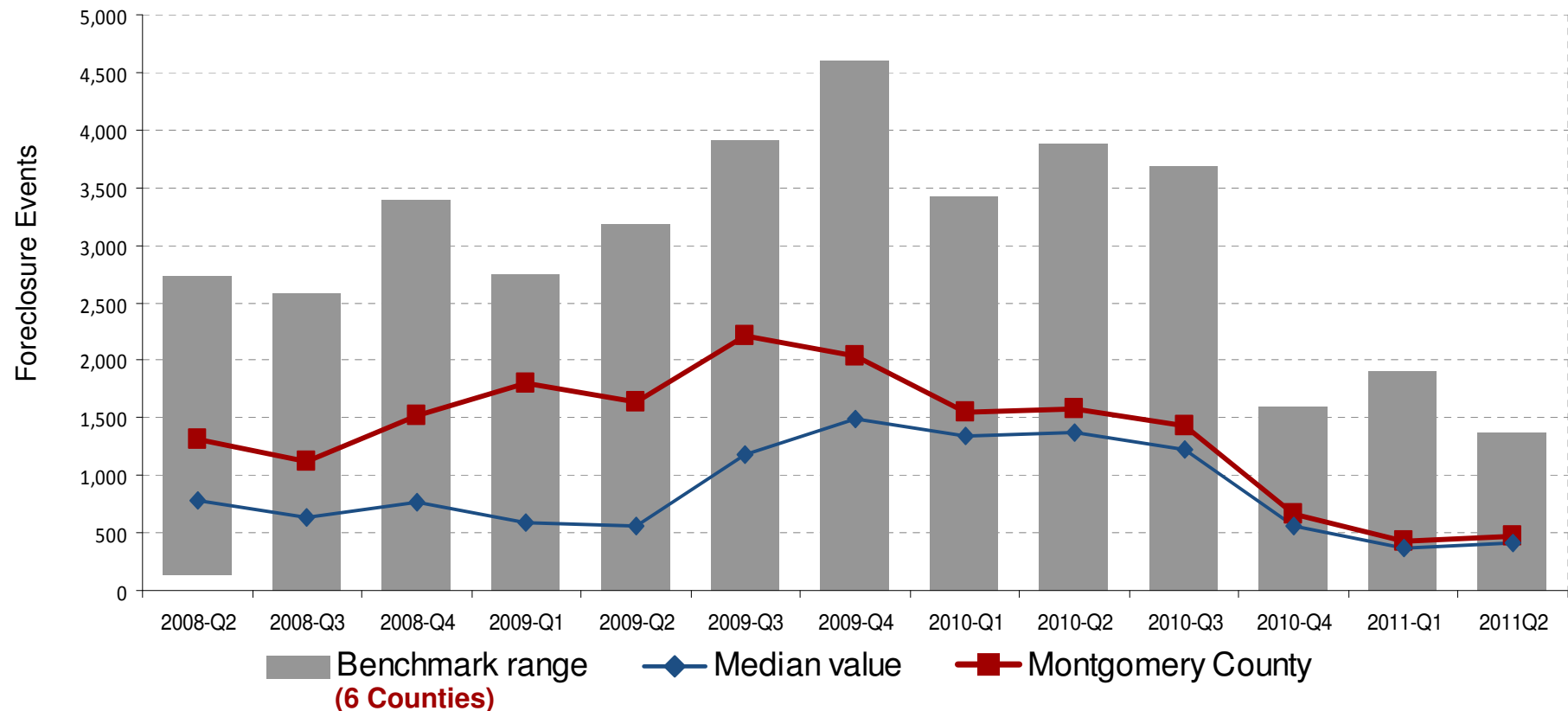
- **Renters**

- The burden of housing for renters is higher than homeowner with around 47% nationally and 45% regionally paying greater than 30% of their income on housing.
- Renters have also faced higher median rent over time. Overall, the County's average rental rates tend to be higher than the median nationally and regionally.



Affordable Housing in an Inclusive Community

Indicator: Total Number of Foreclosure Events



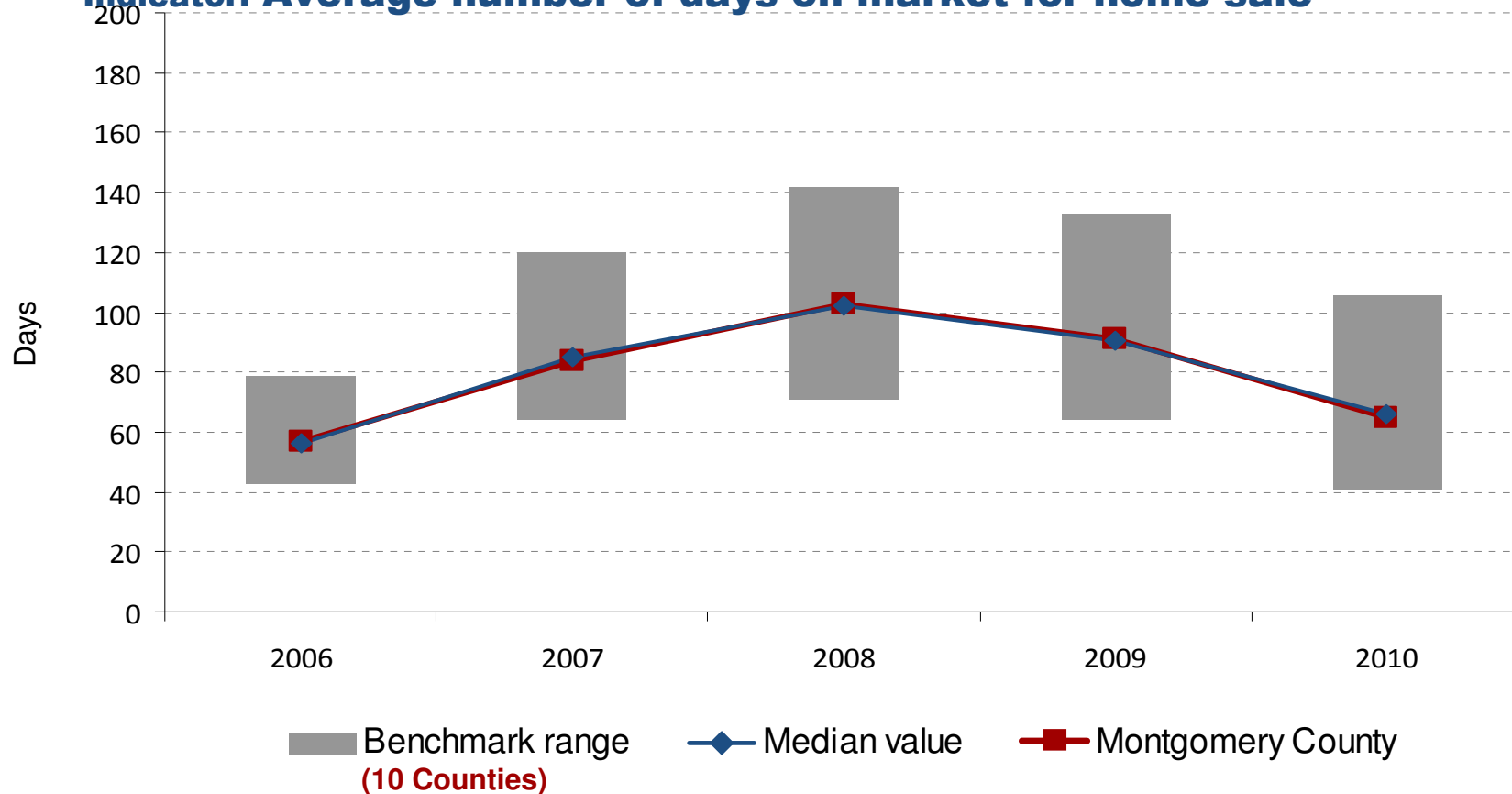
In the second quarter of 2011, the median value was 410. In Montgomery County there were 471 foreclosure events. In second quarter 2011, the highest value was 1,499 and the lowest value was 133.



Source: Maryland Department of Housing and Community Development; RealtyTrac

Affordable Housing in an Inclusive Community

Indicator: Average number of days on market for home sale



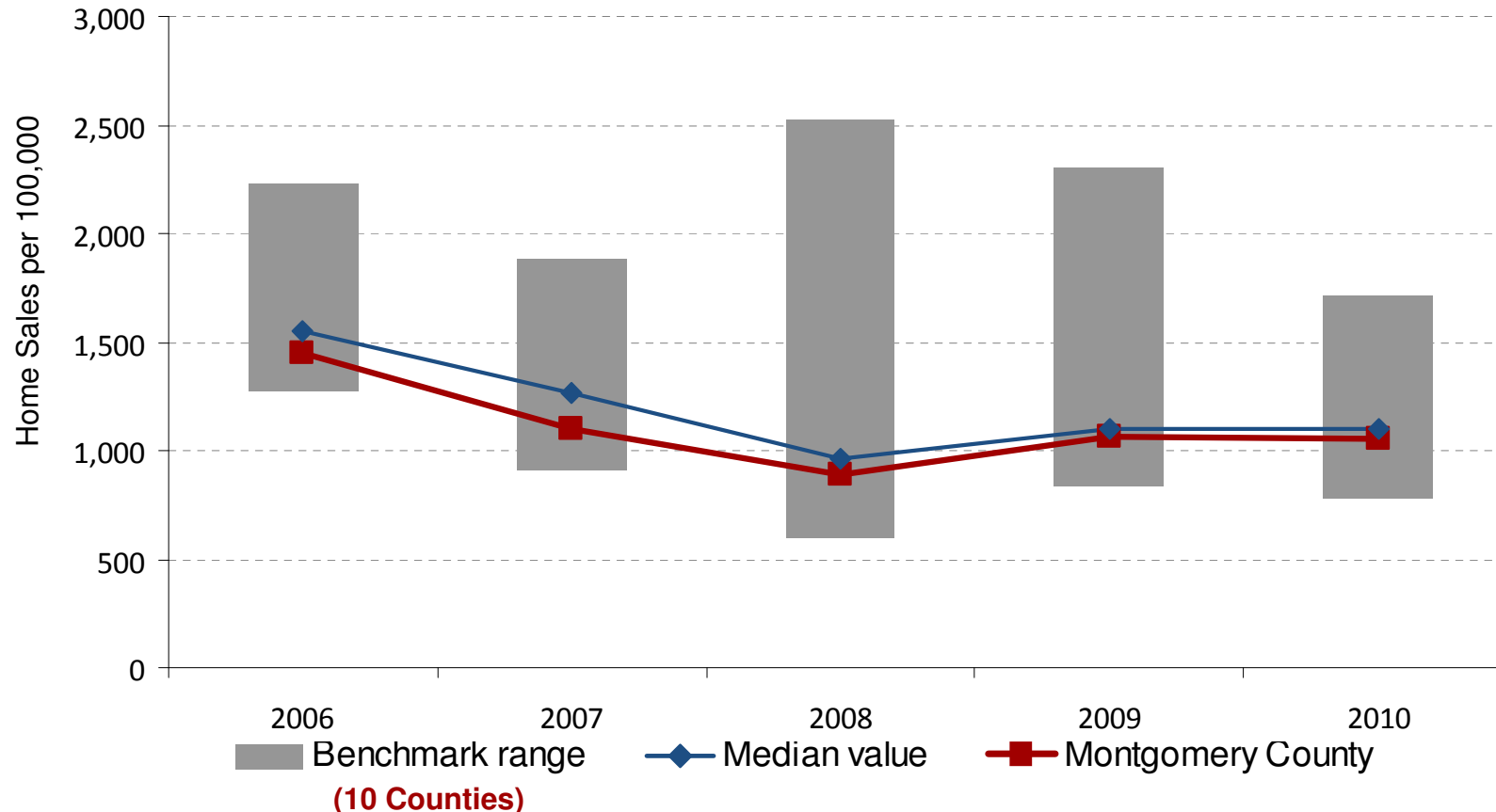
In 2010, the median value was 66 days. Montgomery County homes were on the market for an average of 35 days. In 2010, the highest value was 106 days and the lowest value was 41 days.

Source: Metropolitan Regional Information Systems, Inc. Year End Real Estate Trend Indicator - Less than \$30K to greater than \$500K Format; American Community Survey, U.S. Census Bureau



Affordable Housing in an Inclusive Community

Indicator: Number of Home Sales per 100,000 Population



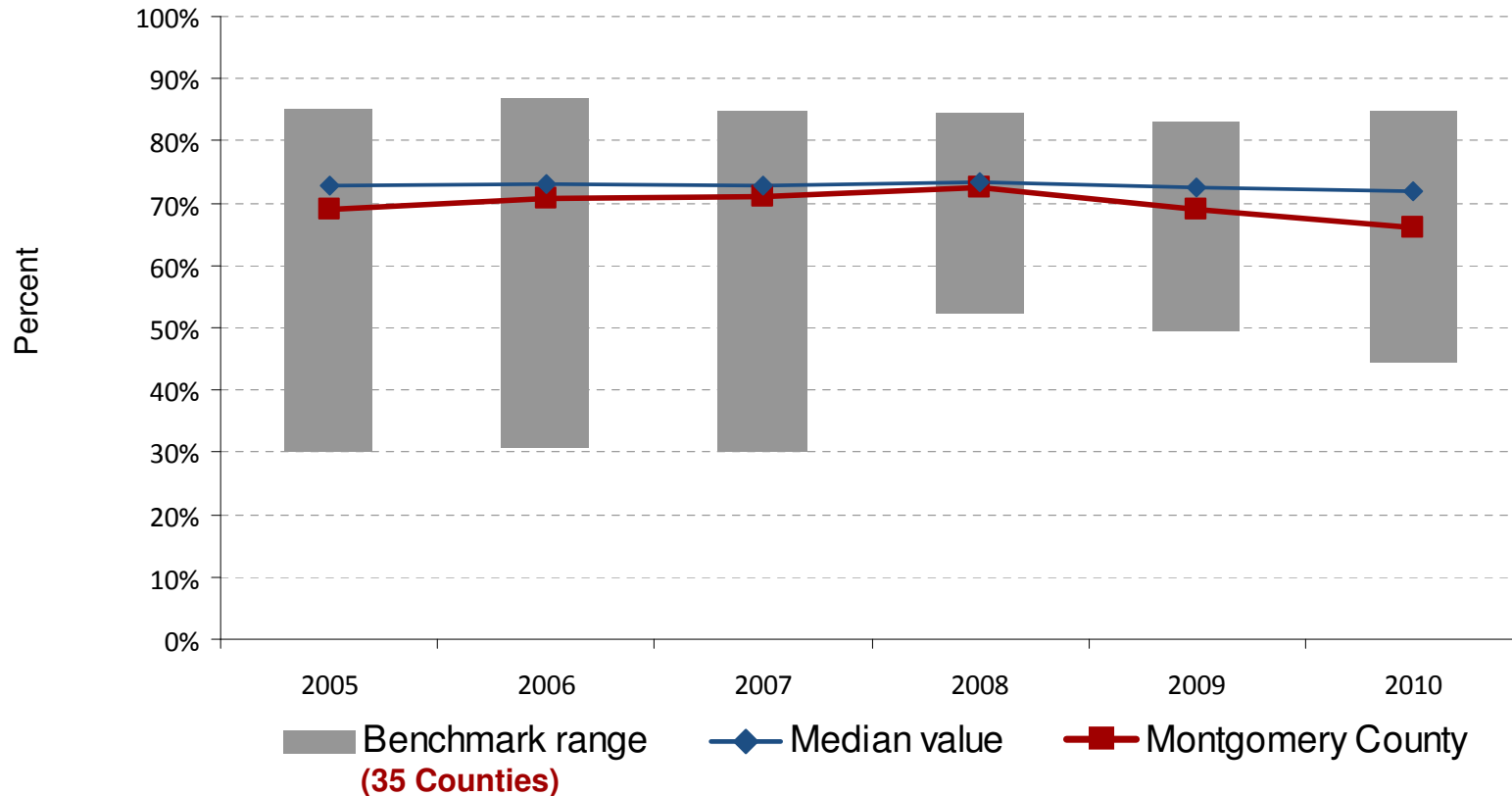
In 2010, the median value was 1,105. There were 1,052 homes sold per 100,000 population in Montgomery County. In 2010, the highest value was 1,713 and the lowest value was 781.

Source: Metropolitan Regional Information Systems, Inc. Year End Real Estate Trend
Indicator - Less than \$30K to greater than \$500K Format



Affordable Housing in an Inclusive Community

Indicator: Homeownership rate



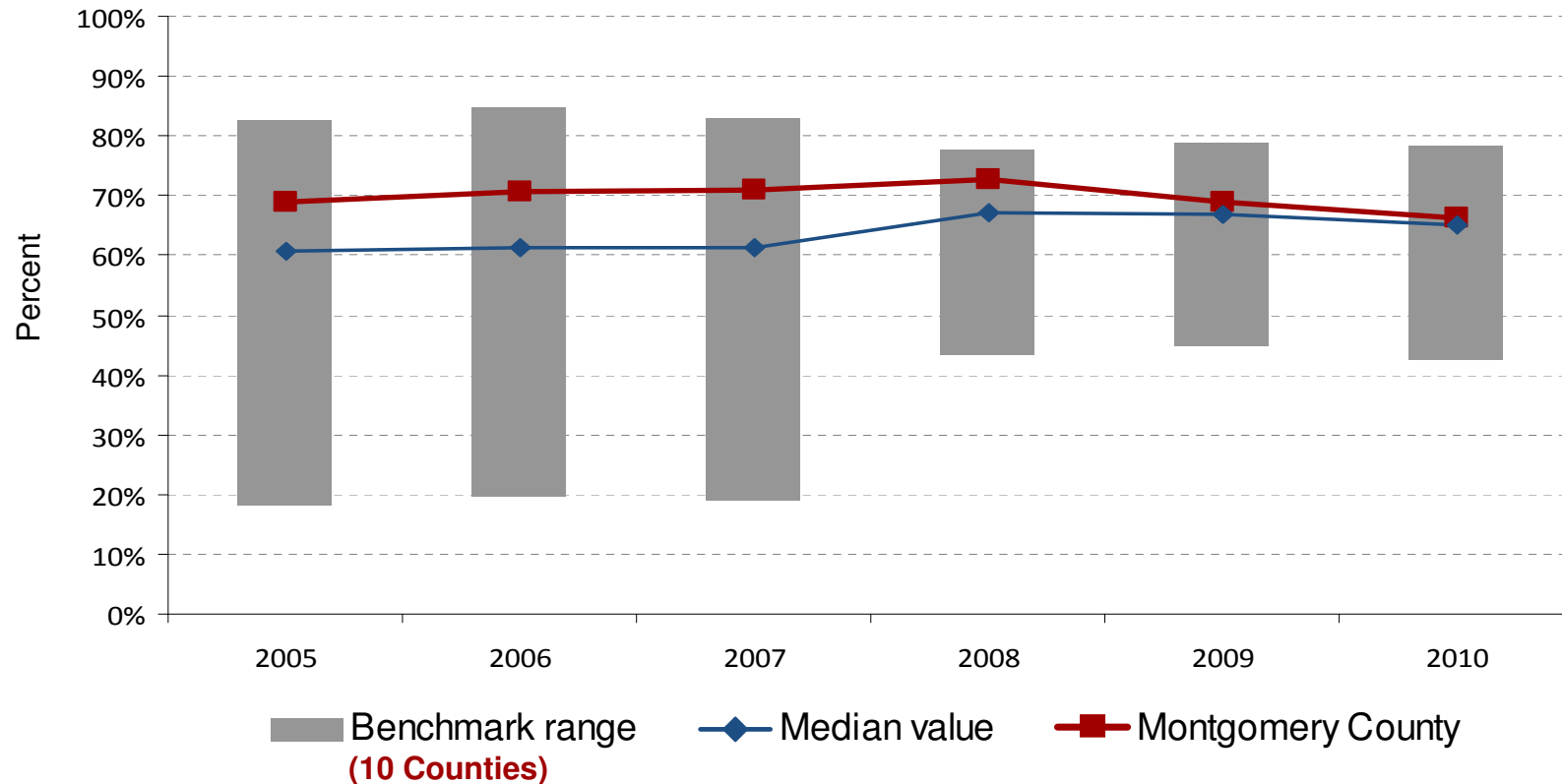
In 2010, the median home ownership rate was 72%. Montgomery County had a home ownership rate of 66%. In 2010, the highest value was 85% and the lowest value was 44%.



Source: U.S. Census Bureau, American Community Survey; 1-Year Estimates B25003 Tenure – Universe: Occupied Housing Units

Affordable Housing in an Inclusive Community

Indicator: Homeownership rate



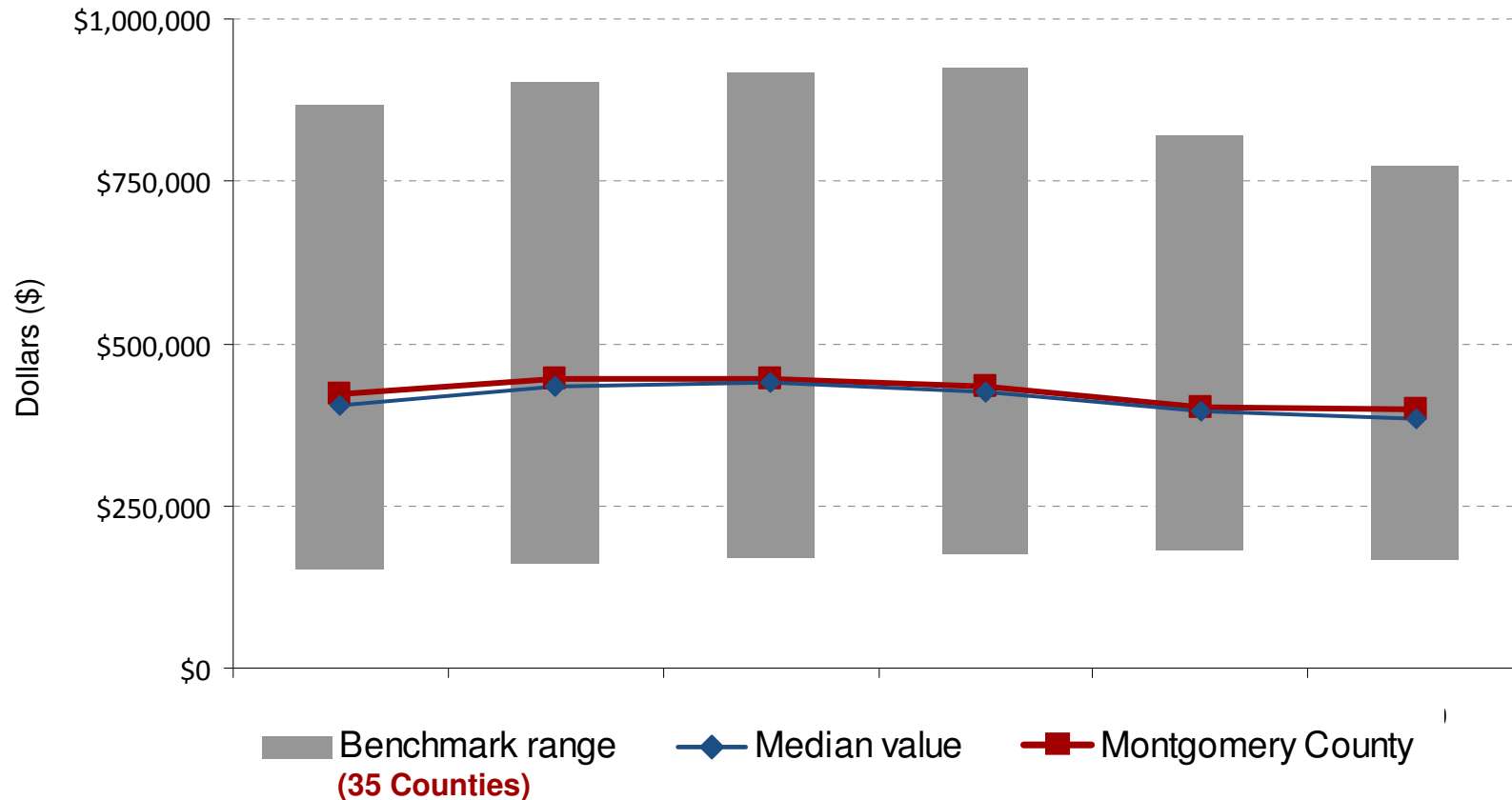
In 2010, the median home ownership rate was 65%. Montgomery County had a home ownership rate of 66%. In 2010, the highest value was 78% and the lowest value was 42%.



Source: U.S. Census Bureau, American Community Survey; 1-Year Estimates B25003 Tenure – Universe: Occupied Housing Units

Affordable Housing in an Inclusive Community

Indicator: Median value of owner occupied housing units



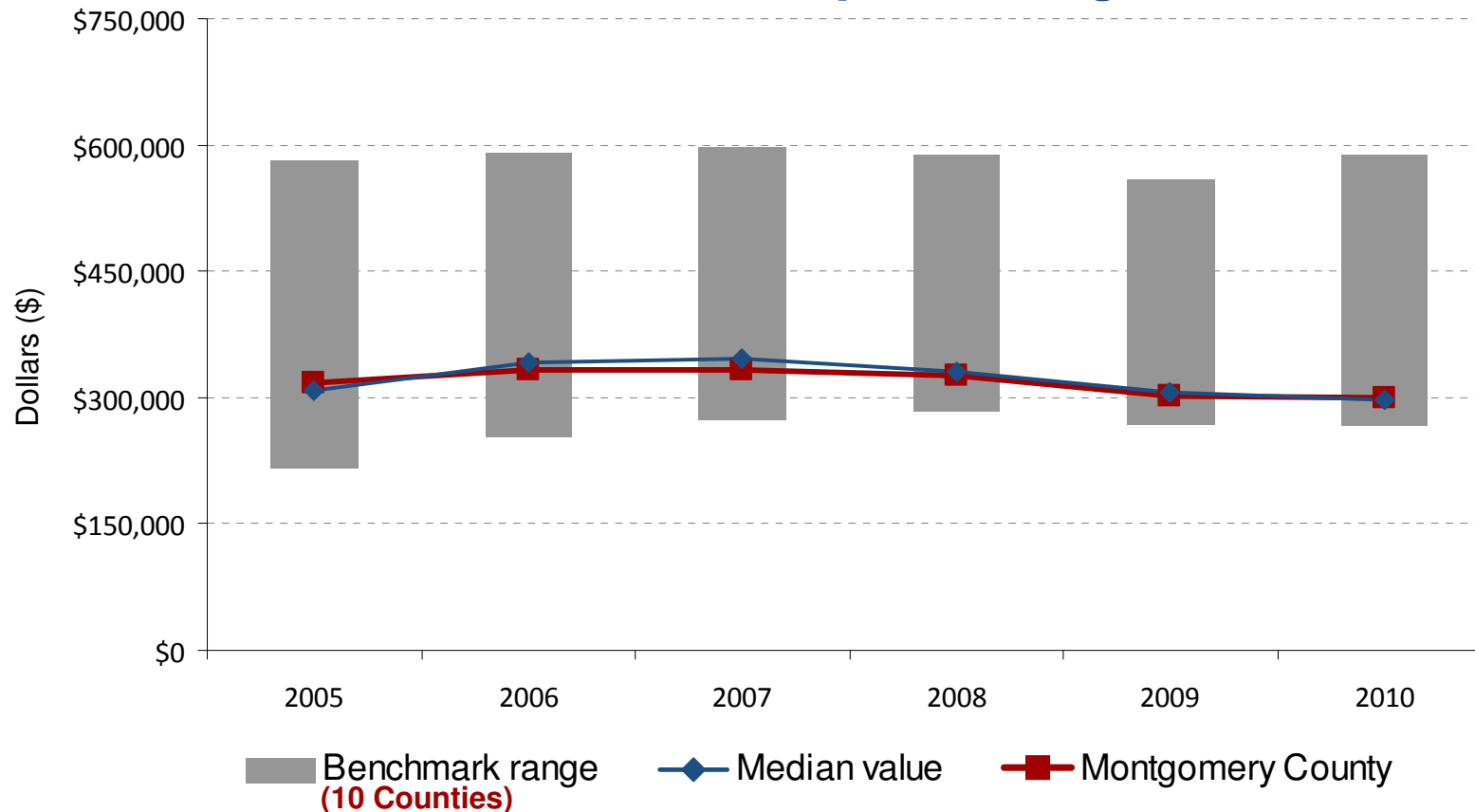
In 2010, the median value was \$384,609. The median value of owner occupied housing units in Montgomery County was \$399,900. In 2010, the highest value was \$775,200 and the lowest value was \$166,600.



Source: U.S. Census Bureau, American Community Survey; GCT2510: Median Housing Value of Owner-Occupied Housing Units (Dollars)

Affordable Housing in an Inclusive Community

Indicator: Median value of owner occupied housing units



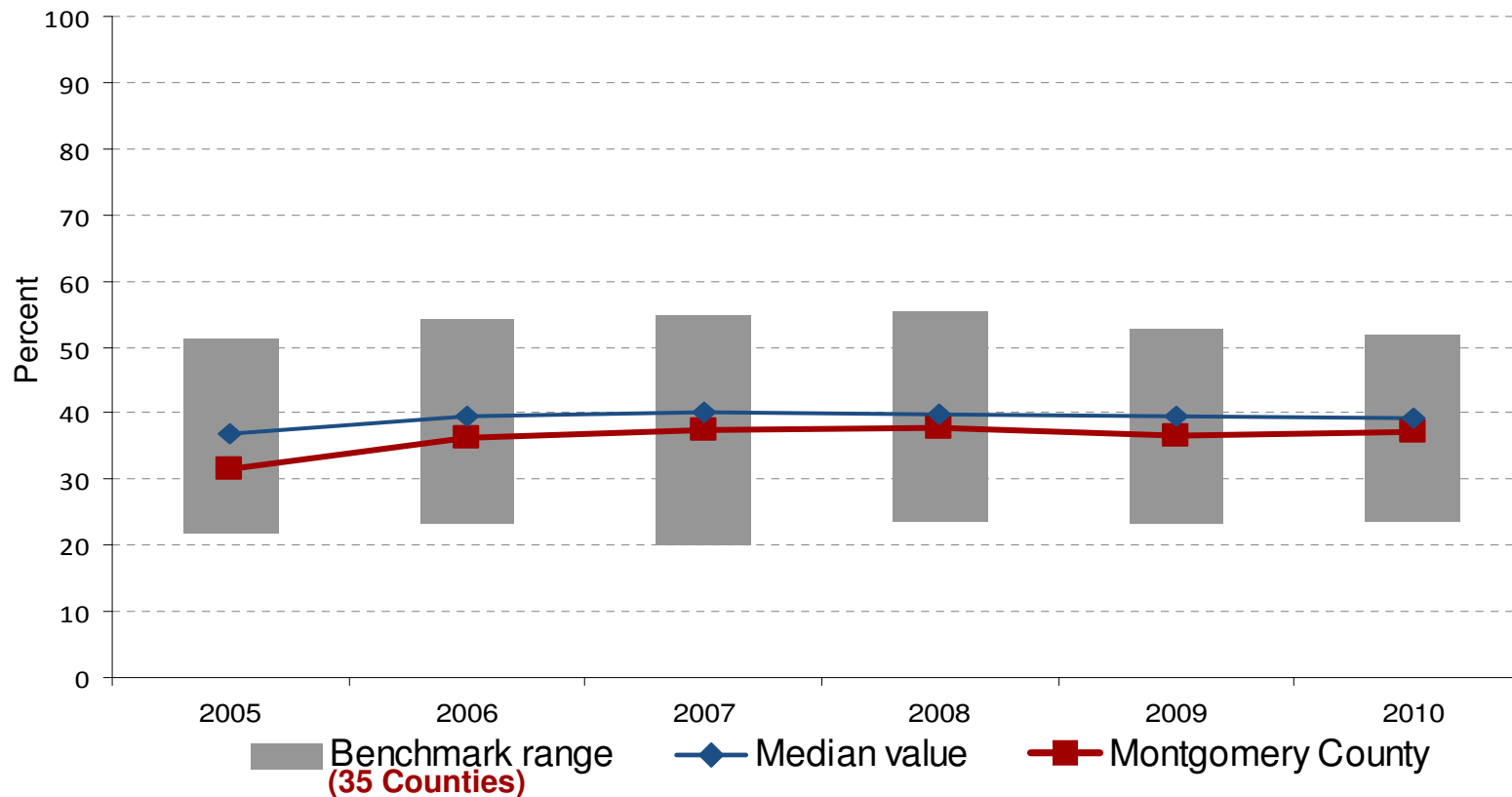
In 2010, the median value was \$396,860. The median value of owner occupied housing units in Montgomery County was \$399,900. In 2010, the highest value was \$587,800 and the lowest value was \$265,200.

Source: U.S. Census Bureau, American Community Survey; GCT2510: Median Housing Value of Owner-Occupied Housing Units (Dollars)



Affordable Housing in an Inclusive Community

Indicator: Housing burden (Homeowners)



In 2010, the median value was 39%. In Montgomery County, 37% of homeowners pay greater than 30% of their income for housing and are considered housing burdened. In 2010, the highest value was 51% and the lowest value was 23%.

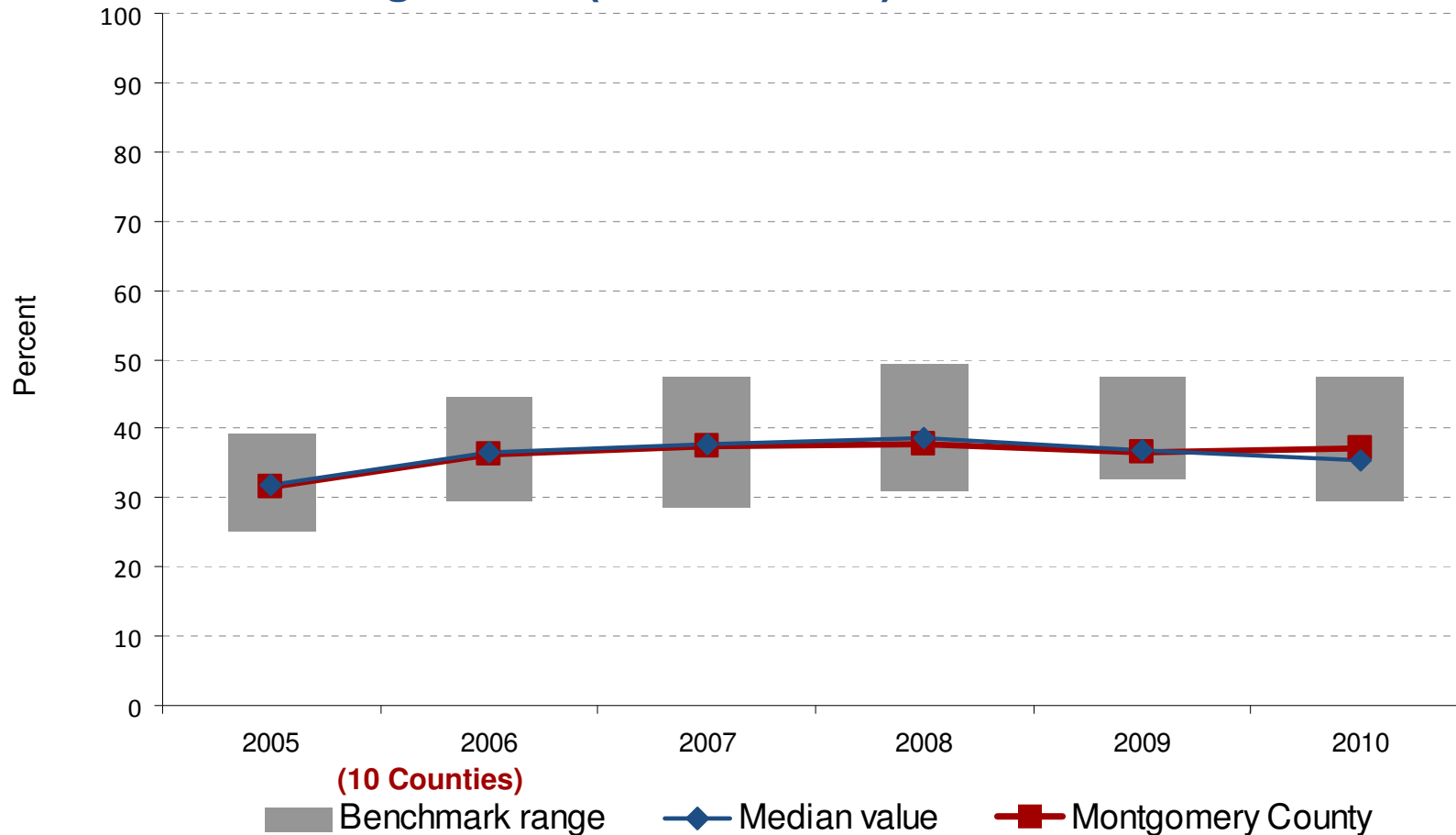


Source: U.S. Census Bureau, American Community Survey; 1-Year Estimates B25003
Tenure – Universe: Occupied Housing Units

Affordable Housing in an Inclusive Community

Regional Benchmark

Indicator: Housing burden (Homeowners)



In 2010, the median value was 35%. In Montgomery County, 37% of homeowners pay greater than 30% of their income for housing and are considered housing burdened. In 2010, the highest value was 48% and the lowest value was 35%.



Source: U.S. Census Bureau, American Community Survey; 1-Year Estimates B25003
Tenure – Universe: Occupied Housing Units

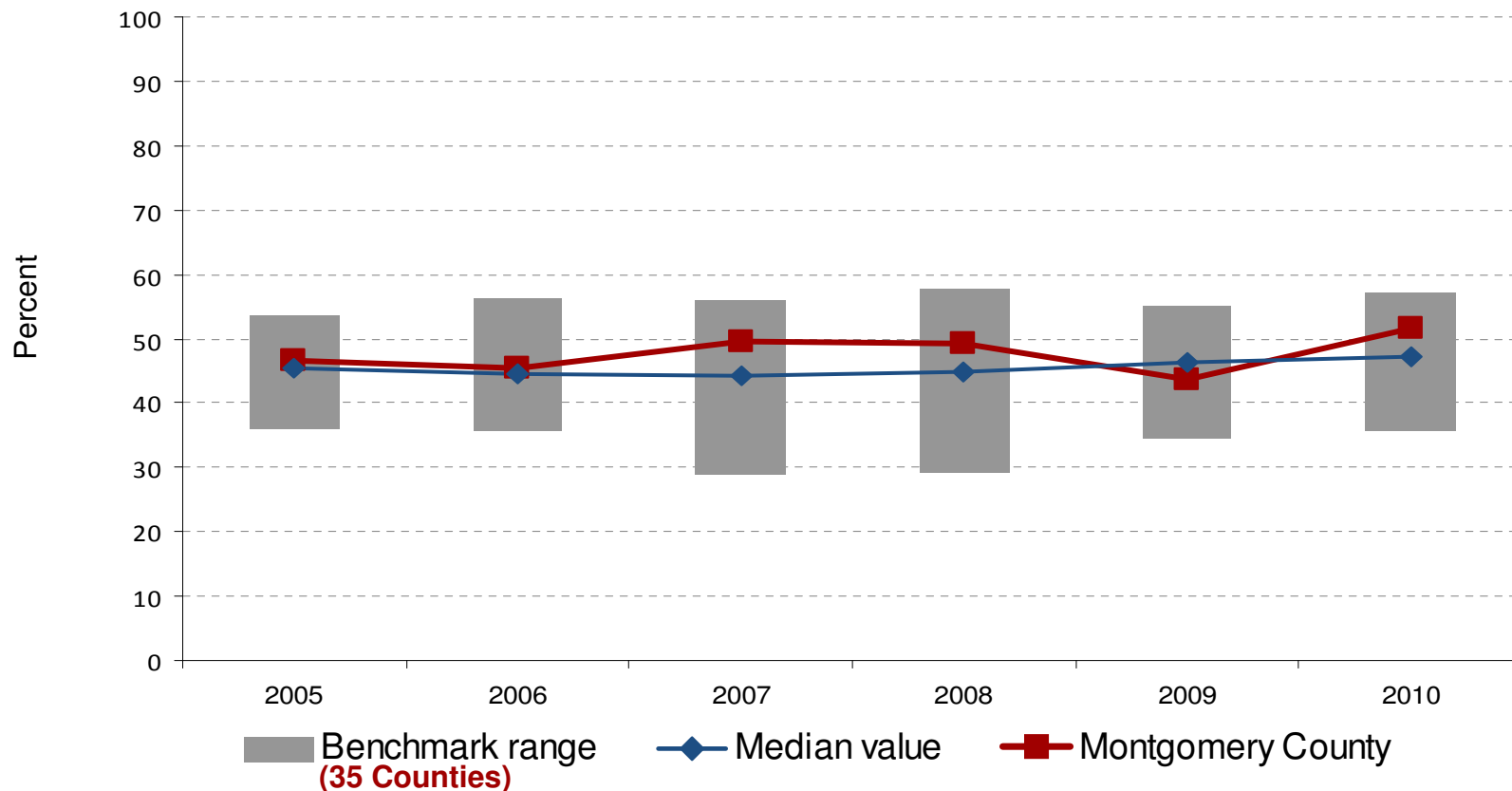
DHCA Performance Review

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10/14/2011



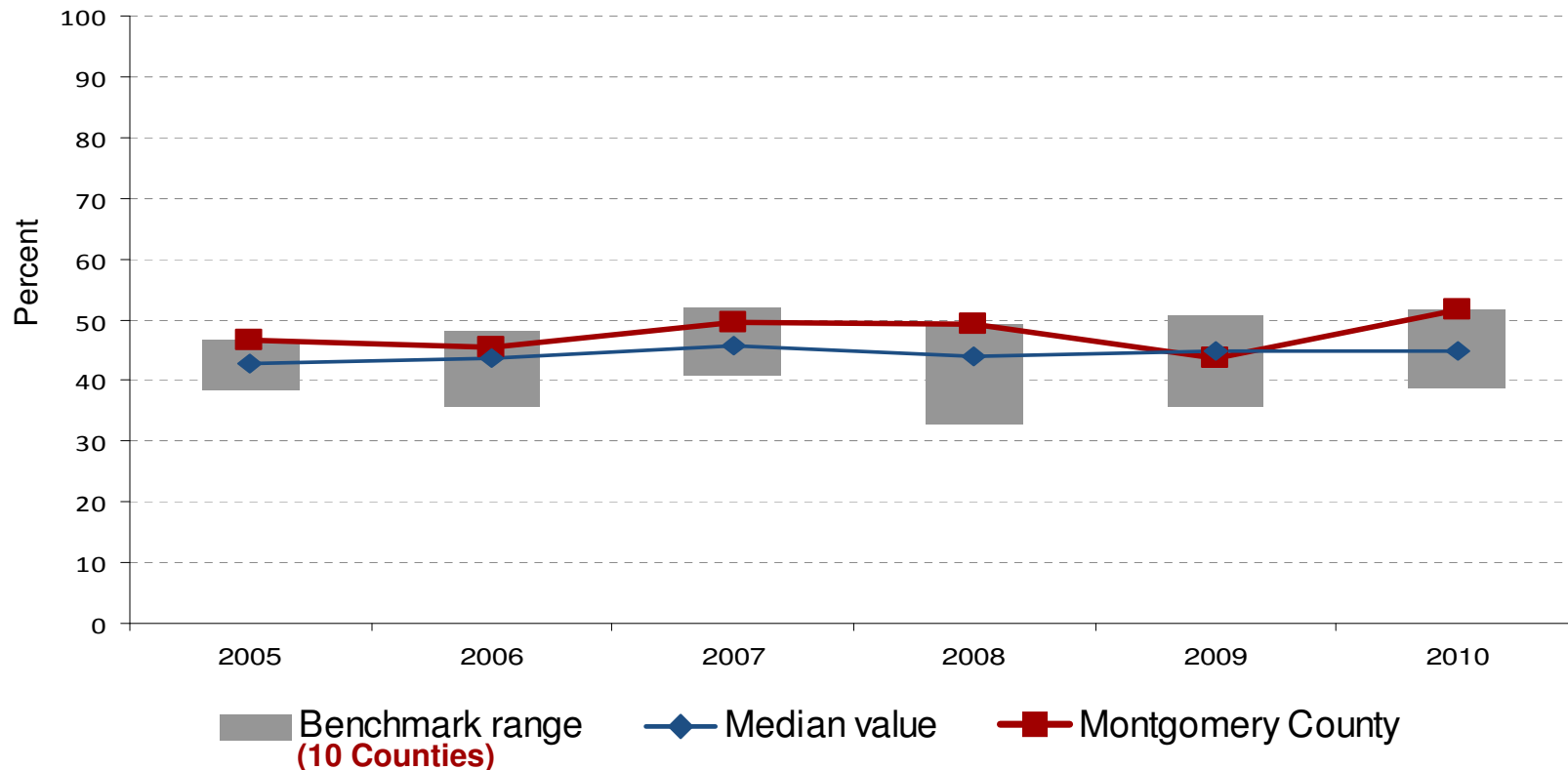
Affordable Housing in an Inclusive Community
Indicator: Housing burden (Renters)



In 2010, the median value was 47%. In Montgomery County, 52% of renters pay greater than 30% of their income for housing and are considered housing burdened. In 2010, the highest value was 57% and the lowest value was 36%.



Affordable Housing in an Inclusive Community
Indicator: Housing burden (Renters)

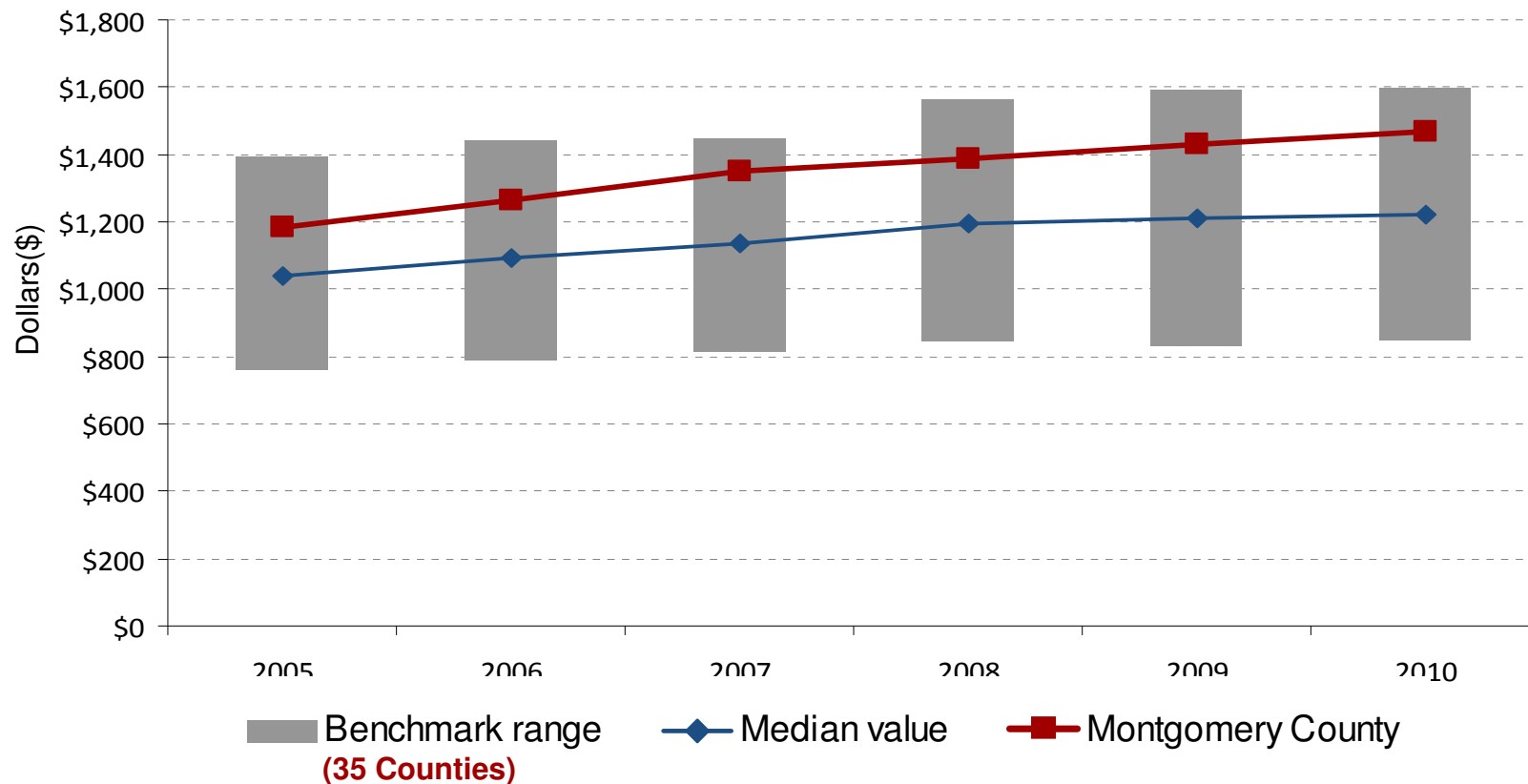


In 2010, the median value was 45%. In Montgomery County, 52% of renters pay greater than 30% of their income for housing and are considered housing burdened. In 2010, the highest value was 52% and the lowest value was 39%.



Affordable Housing in an Inclusive Community

Indicator: Median gross rent



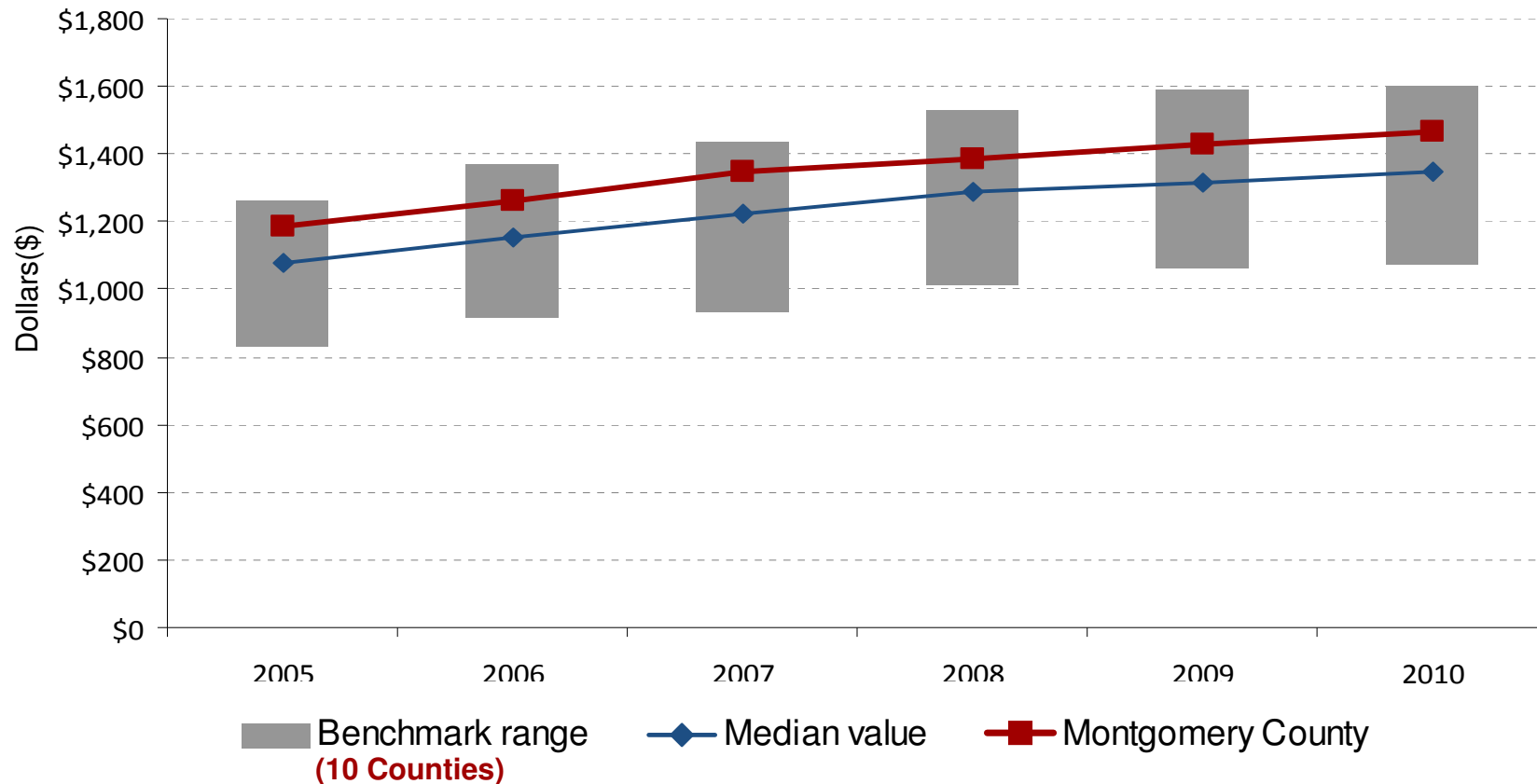
In 2010, the median gross rent was \$1,219. The median gross rent in Montgomery Co. was \$1,466. In 2010, the highest value was \$1,598 and the lowest value was \$846.

Source: U.S. Census Bureau, American Community Survey, GCT2514: Median Monthly Housing Costs for Renter-Occupied Housing Units (Dollars)



Affordable Housing in an Inclusive Community

Indicator: Median gross rent



In 2010, the median gross rent was \$1,349. The median gross rent in Montgomery Co. was \$1,466. In 2010, the highest value was \$1,591 and the lowest value was \$1,071.



Source: U.S. Census Bureau, American Community Survey, GCT2514: Median Monthly Housing Costs for Renter-Occupied Housing Units (Dollars)

Budget and Personnel Review of DHCA from FY08 to FY11

Fiscal Years	FY08 Act	FY09 Act	FY 10 Act	FY11 Est	FY12 Bud
DHCA Workyears from General Fund	76.5	73.5	66.7	58.7	56.9
DHCA Workyears as % of Total MCG	0.77%	0.73%	0.68%	0.66%	0.63%

Fiscal Years	FY08 Act	FY09 Act	FY 10 Act	FY11 Est	FY12 Bud
DHCA Budget Operating (includes general, grant, and housing initiative funds)	\$48,096,777	\$39,474,502	\$51,945,535	\$27,375,460	\$25,858,910
Year to Year% Difference in Operating Budget		-17%	31%	-47%	-5%

Fiscal Years	FY08 Act	FY09 Act	FY10 Act	FY11 Est	FY12 Bud
DHCA Revenues	\$31,193,547	\$28,050,041	\$34,738,088	\$22,252,070	\$17,146,680
Year to Year % Difference in Revenues		-10%	23%	-35%	-22%

Act = Actuals; Est = Estimates; Bud = Budgeted

Revenues: Includes grants, fees and licenses, MPDU related payments



Department of Housing and Community Affairs Current Budget Program Division

Multi-Family Housing
FY12 Approved: \$14.7M and 7.0 WYs

Housing Code Enforcement
FY12 Approved: \$1M and 14.9 WYs

Landlord-Tenant Mediation
FY12 Approved: \$ 762,350 and 6.5 WYs

Licensing and Registration
FY12 Approved: \$ 349,130 and 3.0 WYs

Single-Family Housing Programs
FY12 Approved: \$862,940 and 7.5 WYs

Grants Administration
FY12 Approved: \$6.8M and 3.5 WYs

Neighborhood Revitalization
FY12 Approved: \$ 128,260 and 3.3 WYs

Housing Administration
FY12 Approved: \$307,860 and 2.8 WYs

Administration
FY12 Approved: \$817,780 and 8.4 WYs



Headline Measures

1. Total affordable housing units produced and preserved

- Number of affordable housing units produced and available for occupancy
- Number of affordable housing units preserved and available for occupancy
- Number of produced affordable housing units funded by the County
- Number of preserved affordable housing units funded by the County

2. County cost per unit of affordable housing produced

3. County cost per unit of affordable housing preserved

4. Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written

5. Number of housing Code Enforcement repeat offenses (More than 2 cases in a 2-year period)

6. Percent of Landlord-Tenant cases mediated successfully (Cases not referred to the commission)

7. Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord-Tenant Commission



Headline Measures #1: Total affordable housing units produced and preserved

Relevant Budget Program

Multi-Family Housing
FY12 Approved: \$14.7M and 7.0 WYs

Program Description: This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers.

Single-Family Housing Programs
FY12 Approved: \$862,940 and 7.5 WYs

Program Description: This program creates and preserves affordable single-family housing units through Moderately Priced Dwelling Units (MPDUs). Provides funding to replace, rehabilitate and weatherize single-family housing units and rehabilitate group homes for the special needs population. Responsible for Work Force Housing Initiative.



#1 Headline Measure

Total affordable housing units produced and preserved

Key Definitions, Funding Sources & Programs

Funding Sources

- Community Development Block Grant (CDBG)
- Community Development Block Grant Recovery Program (CDBG-R)”
- Community Legacy
- HOME Investment Partnerships Program (HOME)
- Housing Initiative Fund (HIF)
- Housing Initiative Fund Acquisition & Rehab Fund
- No Cost
- Neighborhood Stabilization Program - Neighborhood Conservation Initiative (NSP-NCI)
- ARRA Weatherization

Programs

- Community Development Block Grant Recovery Program (CDBG-R)”
- ARRA Weatherization
- Group Home
- Moderately Priced Dwelling Units (MPDU)
- Multifamily
- Neighborhood Stabilization Program (NSP)-Neighborhood Conservation Initiative (NCI)
- Rental Agreements
- Rental-Closing Cost Assistance
- Single Family Rehab
- Single Family Foreclosure Programs

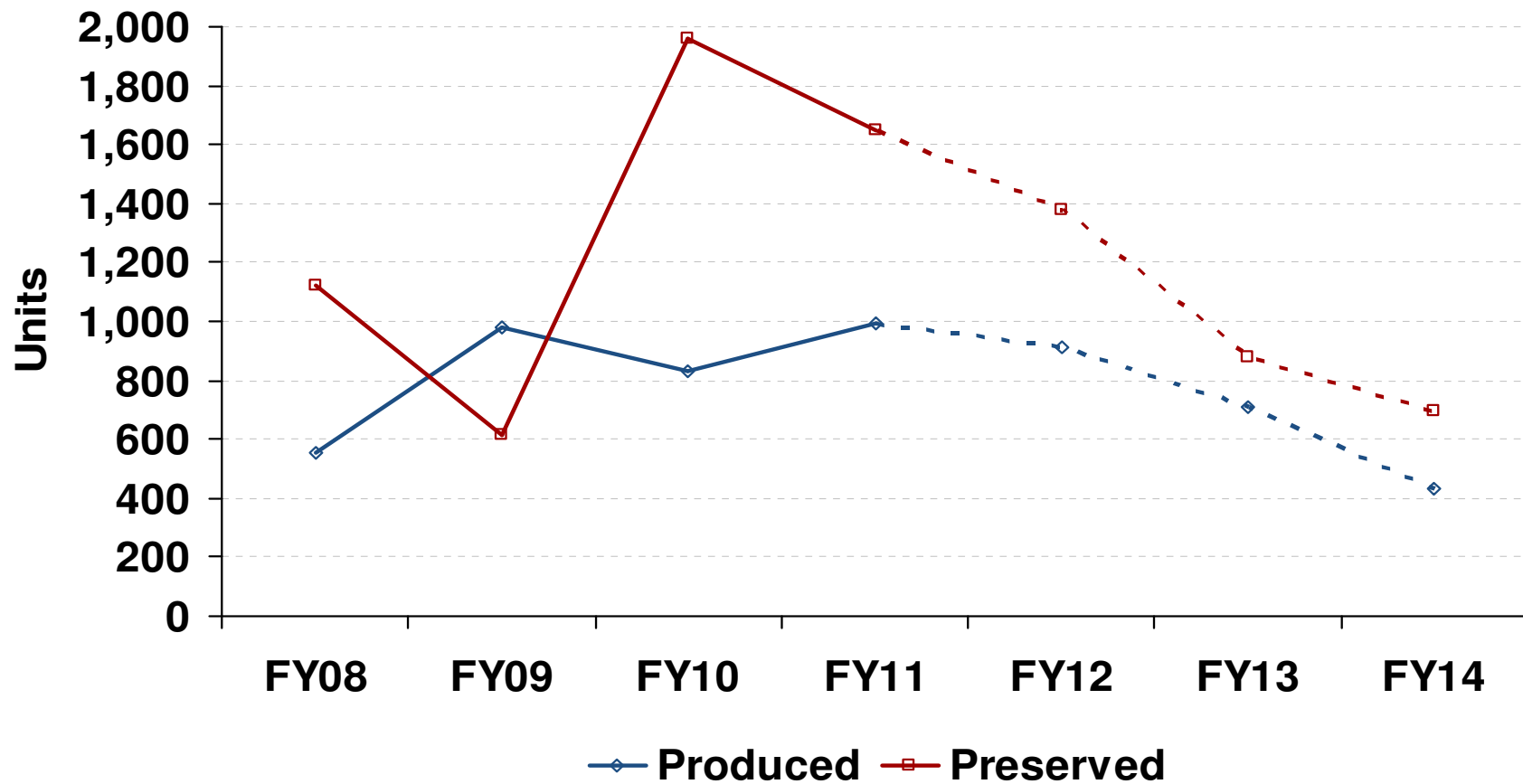
Term	Definition
Production	New construction or rehab of a market rate unit added to the inventory
Preservation	Acquisition and/or rehab of an existing unit with affordability restrictions
Pipeline unit	A unit is considered in the pipeline as soon as the County commits to a project. A unit remains on the pipeline until it is online; this is true even if the project does not draw funds in a given year.
Online unit	A unit is considered online once funds have been exhausted, acquisition/rehab/construction is complete, and the unit is ready for occupancy.
Projected unit	A unit that is expected to be funded with a future funding allocation.

Effective FY2011, affordable housing unit production and preservation includes the above funding sources and programs.



#1 Headline Measure

Total affordable housing units produced and preserved



#1 Headline Measure

Total affordable housing units produced and preserved

Production	FY08	FY09	FY10	FY11	FY12	FY13	FY14
County-Funded Units Online	103	536	385	497	412	434	193
No-Cost Units Online	116	242	114	184	193	203	213
Production Pipeline	336	200	334	311	307	73	28
Total	555	978	833	992	912	710	434

Preservation	FY08	FY09	FY10	FY11	FY12	FY13	FY14
County-Funded Units Online	34	423	336	802	802	329	343
No-Cost Units Online	131	0	700	404	200	210	228
Preservation Pipeline	954	190	921	440	379	340	128
Total	1,119	613	1,957	1,646	1,381	879	699



#1 Headline Measure:

Total affordable housing units produced and preserved

- **Departmental Explanation for FY11 Performance:**

- Complex housing projects (multifamily deals with multiple financing sources) take about two to three years to come online; therefore, the effect of an increase or decrease in County multifamily financing takes about two to three years to come to fruition.
- In FY08, Housing Community Affairs (HCA) received approximately \$35M in Housing Initiative Fund (HIF) funding, up from \$25M in FY07.
- Currently HIF funding is \$15M. Housing Acquisition and Rehab funding has stayed constant, and ARRA funding will end in FY12.
- As demonstrated in previous CountyStat reports, HCA's housing production and preservation efforts peaked in FY10 at 2,783, and are set to trend downward for the foreseeable future given recent funding reductions.

- **Departmental Explanation for FY12-FY14 Projections:**

- Given recent funding reductions a trend downward for the foreseeable future is projected.



#2 and #3 Headline Measure:

County cost per unit of affordable housing produced

County cost per unit of affordable housing preserved

Relevant Budget Program

Multi-Family Housing

FY12 Approved: \$14.7M and 7.0 WYs

Program Description: This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers.

Single-Family Housing Programs

FY12 Approved: \$862,940 and 7.5 WYs

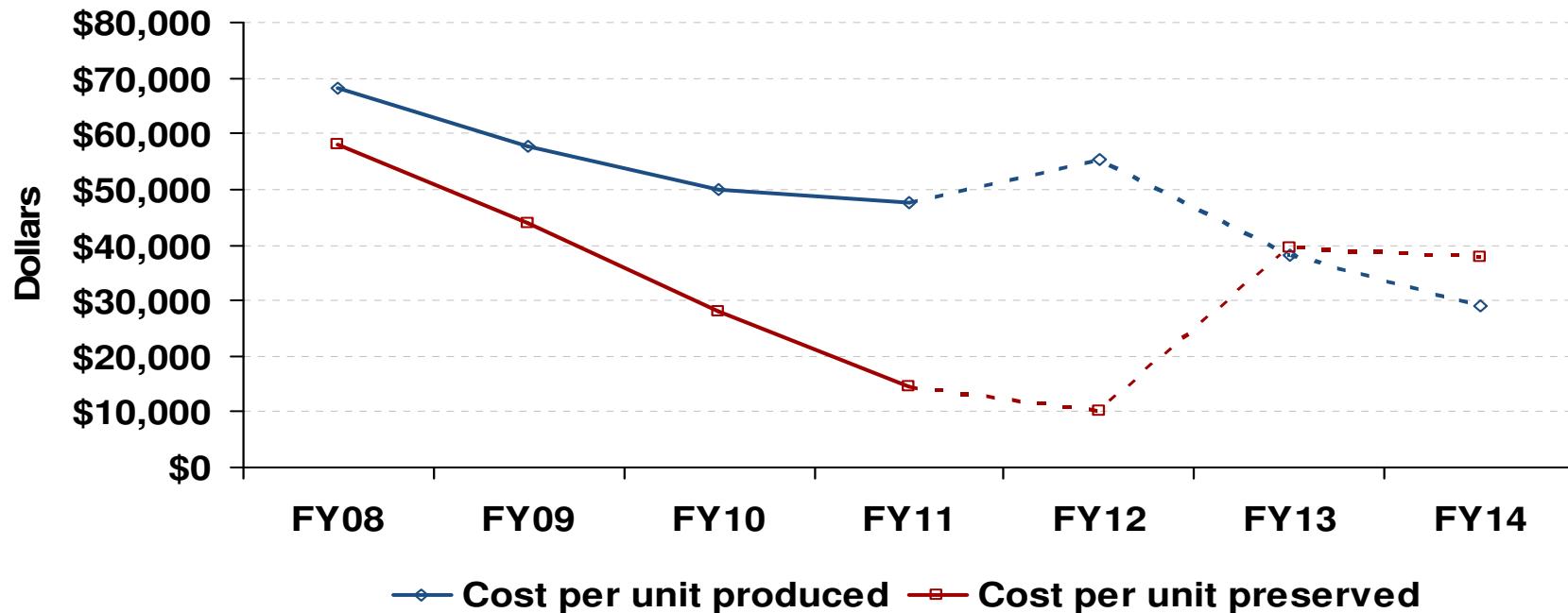
Program Description: This program creates and preserves affordable single-family housing units through Moderately Priced Dwelling Units (MPDUs). Provides funding to replace, rehabilitate and weatherize single-family housing units and rehabilitate group homes (GH) for the special needs population. Responsible for Work Force Housing Initiative.



#2 and #3 Headline Measures

County cost per unit of affordable housing produced

County cost per unit of affordable housing preserved



Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Production – Cost/Unit Online	\$68,270	\$57,779	\$50,047	\$47,513	\$55,473	\$38,099	\$29,113
Preservation – Cost/Unit Online	\$57,932	\$43,827	\$28,005	\$14,611*	\$10,258*	\$39,469	\$37,949



*ARRA Funding impacting dollar amount

#2 and #3 Headline Measure:

County cost per unit of affordable housing produced
County cost per unit of affordable housing preserved

- **Departmental Explanation for FY11 Performance of housing produced :**
 - A produced housing unit should cost more than a preserved housing unit given that there are often infrastructure improvements involved. The average price of a produced/preserved unit from FY08 to FY14 (projected) reflects this.
 - The average cost of a produced housing unit is approximately \$52,750, while a preserved unit is \$30,250.
- **Departmental Explanation for FY12-FY14 Projections:**
 - Fluctuations are expected from year to year given that different projects have different funding gaps as well as different programs (Neighborhood Conservation Initiative, Neighborhood Stabilization Program, Single Family Foreclosure) are more expensive to run than others (Multifamily Loans, Weatherization, Rental Assistance, Single Family Rehab).



MC311 Data, Definitions

Terminology	Definitions
SRs	Service Requests
Referrals	These calls typically constitute 25% of a Customer Service Center's calls and provide constituents with the telephone number for a call requiring "subject matter expertise" and perform a "warm transfer" of the call, if required.
Service Request - Fulfillment	These calls typically constitute 20% of a Customer Service Center's calls. A service request is created for a department to fulfill a resident's request.
Areas	The division/program within a department that the service area can be categorized under
Sub-Areas	Subcategories to departmental "areas"
SLA Days	Service Level Agreements which specify the number of days for resolution of a service requests
Solution Areas	Topical areas to resolve the customer request

Time period for the data is limit to June 15, 2011-August 30, 2011 because of change in DHCA's processes for closing SRs. Data was collected on October 4, 2011.



DHCA referral and service request fulfillment from June 15, 2011- August 30, 2011.

MC311 Data

DHCA Customer Request by MPDU Area

	# of SRs Closed/Still Open	% of SRs
Closed within SLA Days	87	96.6%
Closed 1-10 Days of SLA Days	3	3.03%
Total	90	

Solution areas	SLA Days	% of SRs
How to obtain a Moderately Priced dwelling Unit (MPDU) rental apartment	2	0.2%
Meaning/definition of control period on a Moderately Priced Dwelling Unit (MPDU)	2	0.18%
How to apply to the Moderately Priced Dwelling Unit (MPDU) Program	2	0.11%
Status of Moderately Priced Dwelling Unit (MPDU) application, new or renewal	2	0.07%
Renting out a Moderately Priced Dwelling Unit (MPDU)	2	0.06%

96.6% of the Service Requests under MPDU area are completed within the SLA time frame.



DHCA referral and service fulfillment service requests from June 15, 2011- August 30, 2011.

Headline Measures

1. **Total affordable housing units produced and preserved**
 - Number of affordable housing units produced and available for occupancy
 - Number of affordable housing units preserved and available for occupancy
 - Number of produced affordable housing units funded by the County
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2. **County cost per unit of affordable housing produced**
3. **County cost per unit of affordable housing preserved**
4. **Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written**
5. **Number of housing Code Enforcement repeat offenses** (More than 2 cases in a 2-year period)
6. **Percent of Landlord-Tenant cases mediated successfully** (Cases not referred to the commission)
7. **Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord-Tenant Commission**



#4 Headline Measure

Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written

Relevant Budget Program

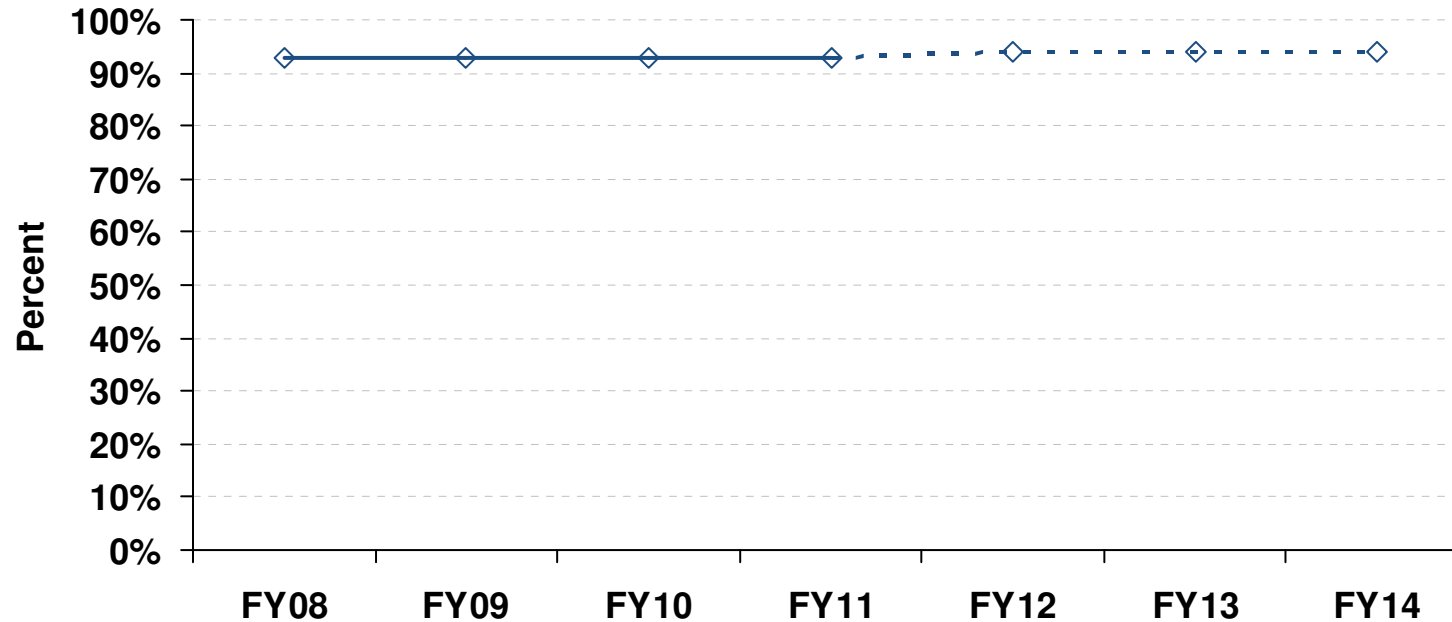
Housing Code Enforcement
FY12 Approved: \$1M and 14.9 WYs

Program Description: Enforces Chapter 26 of the County Code, Housing Maintenance, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; and Chapter 48, Solid Wastes; and Chapter 58, Weeds the County's residential weeds and rubbish codes.



#4 Headline Measure

**Percent of cases that achieve voluntary compliance
in Code Enforcement cases before a citation is written**



Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14
% achieving voluntary compliance	93%	92%	94%	94%	94%	94%	94%
Voluntary compliance – number of cases	6,326	6,550	6,852	6,799	6,800	6,800	6,800
Total number of cases	6,782	7,078	7,284	7,228	7,250	7,250	7,250



#4 Headline Measure:

Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written

- **Departmental Explanation for FY11 Performance:**
 - HCA aims to maintain its current rate of voluntary compliance.
- **Departmental Explanation for FY12-FY14 Projections:**
 - Given the present state of the economy, property owners may not have the available capital to make needed improvements on their properties, which would shift this percentage downward.



5 Headline Measure: Number of housing Code Enforcement repeat offenses

Budget Program

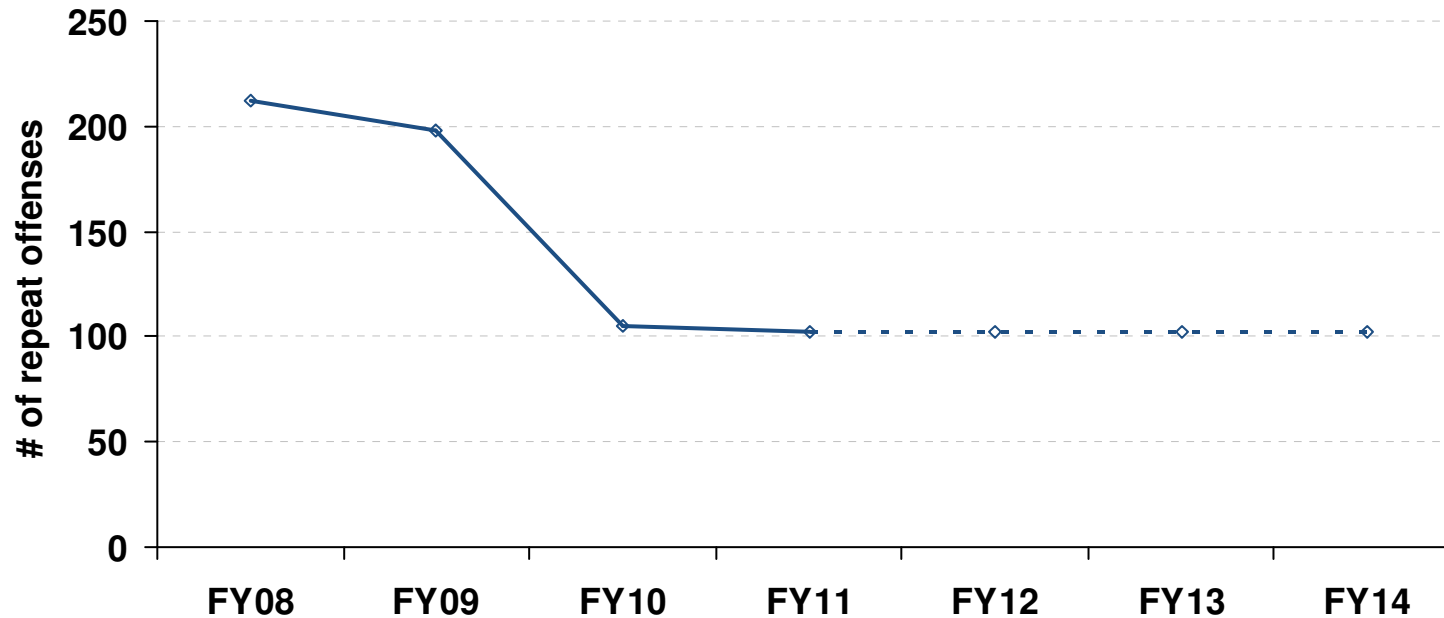
Housing Code Enforcement
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5 Headline Measure

**Number of housing Code Enforcement repeat offenses
(More than 2 cases in a 2-year period)**



Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Number of Repeat Offenses	212	198	105	102	102	102	102



5 Headline Measure:

Number of housing Code Enforcement repeat offenses

- **Departmental Explanation for FY11 Performance:**
 - Department's goal is to maintain its current rate of repeat code enforcement offenders.
- **Departmental Explanation for FY12-FY14 Projections:**
 - Given the present state of the economy, property owners may not have the ability to make the cited improvements on their properties, which would lead to more repeat offenders and necessitate more frequent code inspections.



MC311 Data

DHCA Customer Request by Code Enforcement Area

	# of SRs Closed/Still Open	% of SRs
Closed within SLA Days	846	49.39%
Closed 1-10 Days of SLA Days	14	0.82%
Closed 11-20 Days of SLA Days	12	0.70%
Closed 21-30 Days of SLA Days	17	0.99%
Closed 31-40 Days of SLA Days	17	0.99%
Closed 41-50 Days of SLA Days	6	0.35%
Closed 51- plus day Days of SLA Days	2	0.12%
Remaining Open 1-10 Days Past SLA Days	157	9.17%
Remaining Open 11-20 Days Past SLA Days	153	8.93%
Remaining Open 21-30 Days Past SLA Days	135	7.88%
Remaining Open 31-Plus Days Past SLA Days	354	20.67%
Total	1,713	

49% of the Service Requests under Code Enforcement are completed within the SLA time frame.



DHCA referral and service fulfillment service requests from June 15, 2011 – August 30, 2011.

MC311 Data

Closed DHCA Customer Request by Top 5 Code Enforcement Areas

Sub-Areas	# of SRs opened in this area	SLAs Days	Avg Days to Close SRs	Max Days to Close SRs	% Closed By SLAs Days
Housing Complaints	939	30	15	74	55%
Tall grass on private property* All Types	260	15	9	56	15%
Untagged, abandoned, dysfunctional, or inoperable vehicle on private property	111	30	25	60	7%
Bedbug, roaches, mice, rat infestation/extermination in residential rental units	55	30	17	73	3%
Trash, litter, debris, solid waste on private property or commercial property	49	30	50	19	2%
Total	1,414				82%

82% of all Code Enforcement service requests are in the following top 5 sub-areas.



DHCA referral and service fulfillment service requests from June 15, 2011 – August 30, 2011.

#6 Headline Measure

Percent of Landlord-Tenant cases mediated successfully (Cases not referred to the commission)

Budget Program

Landlord-Tenant Mediation

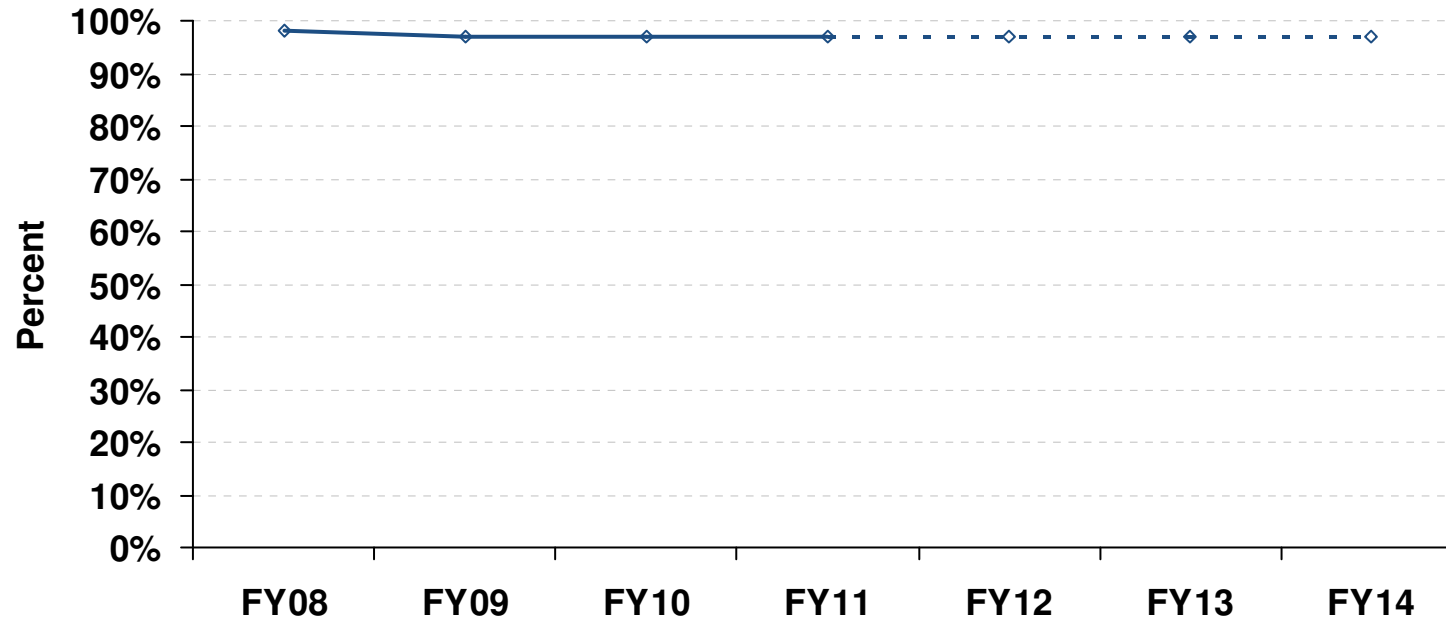
FY12 Approved: \$ 762,350 and 6.5 WYs

Program Description: This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs (COLTA).



#6 Headline Measure

Percent of Landlord-Tenant cases mediated successfully (Cases not referred to the commission)



Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14
% cases mediated successfully	98%	97%	97%	97%	97%	97%	97%
No. of cases mediated successfully	1,363	699	826	794	815	815	815
Total cases	1,394	722	846	830	840	840	840



6 Headline Measure:

Percent of Landlord-Tenant cases mediated successfully

- **Departmental Explanation for FY11 Performance:**

- Most cases are relatively straight forward and involve some violation of law or culpability on the part of the landlord or tenant or both. Once HCA is able to sit down with the parties and discuss the details of their case, a settlement can be achieved or an explanation of the law is given so the parties understand why certain rules apply.
- For that small number of cases HCA is unable to resolve through mediation, HCA forwards them to COLTA for hearing or dismissal. Many of the cases forwarded to COLTA and accepted for hearing are resolved prior to the hearing date.

- **Departmental Explanation for FY12-FY14 Projections:**



#7 Headline Measure

Average length of time required to conciliate landlord/tenant disputes that are not referred to the Landlord-Tenant Commission

Budget Program

Landlord-Tenant Mediation

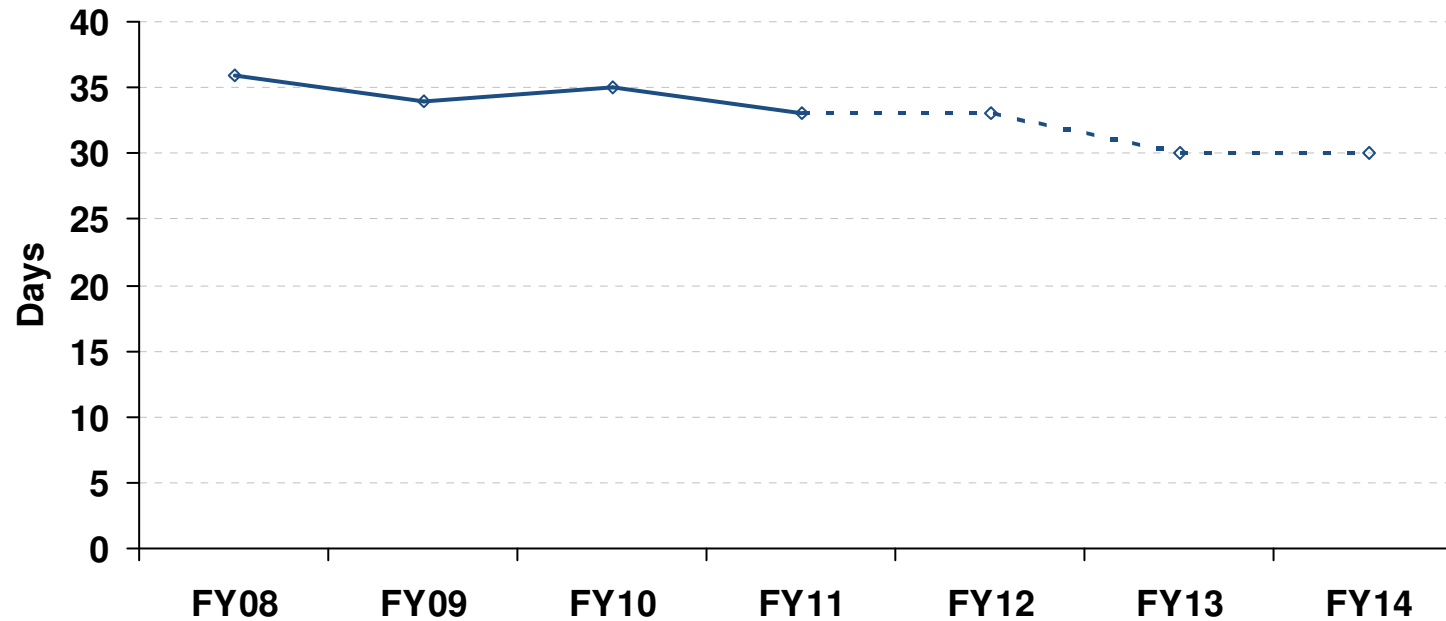
FY12 Approved: \$ 762,350 and 6.5 WYs

Program Description: This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs (COLTA).



#7 Headline Measure

Average length of time required to conciliate landlord/tenant disputes that are not referred to the Landlord-Tenant Commission



Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Average Number of Days	35.9	34	35	33	33	30	30
Total Number of Cases	1,394	722	846	830	840	840	840



7 Headline Measure:

Average length of time required to conciliate landlord/tenant disputes that are not referred to the Landlord-Tenant Commission

- **Departmental Explanation for FY11 Performance:**

- This process generally takes 30 days depending on the client and the complaint.

- **Departmental Explanation for FY12-FY14 Projections:**

- This process generally takes 30 days depending on the client and the complaint.



MC311 Data

DHCA Customer Request by Landlord Tenant Area

	# of SRs Closed/Still Open	% of SRs
Closed within SLA Days	1,563	96.9%
Closed 1-10 Days of SLA Days	41	2.54%
Closed 11-20 Days of SLA Days	3	0.19%
Closed 21-30 Days of SLA Days	1	0.06%
Remaining Open 1-10 Days Past SLA Days	1	0.06%
Remaining Open 11-20 Days Past SLA Days	0	0%
Remaining Open 21-30 Days Past SLA Days	2	0.12%
Remaining Open 31- Plus Days Past SLA Days	1	0.06%
Total	1,612	

96% of the Service Requests under Landlord Tenant are completed within the SLA time frame.



DHCA referral and service fulfillment service requests from June 15, 2011 - August 30, 2011.

MC311 Data

Closed DHCA Customer Request by Top 5 Landlord Tenant Areas

Sub-Areas	# of SRs opened in this area	SLAs Days	Avg Days to Close SRs	Max Days to Close SRs	% Closed By SLAs Days
Landlord Tenant (LT) complaints, disputes or issues	1,003	2	1.2	30	63%
Walk-in landlord-tenant complaints	226	2	1.1	20	14%
Eviction Process	53	2	1.2	10	3.3
Amount of allowable landlord rent increase	34	2	1.0	2	2.2
Applicability of County Landlord-Tenant Law	34	2	1.2	4	2.1
Total	1,350				83%

The following top 5 sub-areas of Landlord Tenant are 85% of all Landlord Tenant service requests.



DHCA referral and service fulfillment service requests from June 15, 2011- August 2011.

Ongoing and Future Performance and Strategic Planning

- **Succession planning**
- **Staff development and training**
- **Increase efficiency through technology**
- **Increase revenue base through enhanced efforts in key areas**
- **Minimize effect of expiring ARRA programs**
- **Maintain current health of the housing stock and communities while investing in cost-effective and productive activities**



Linking Performance Measures to Relevant Budgetary Programs

- CountyStat and the Office of Management and Budget are coordinating efforts with departments to outline the linkages between existing budgetary program and headline performance measures
- This exercise is the first in a series that will create a closer linkage between budgeting and performance management

Budget Book Programs

Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Average days required to conciliate Landlord/Tenant disputes that do not go to the Commission	42	46	41	36	30
Percent of Landlord/Tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97

FY12 Approved Changes	Expenditures	WY%
FY11 Approved	836,670	6.5
Technical Adj: Shift Operating Costs to Personnel Costs	0	0.6
Shift: Housing Placement for Special Needs Customers from General Fund to the Montgomery Housing Initiative Fund via HHS Housing First Allocation	-77,200	-0.6
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	2,880	0.0
FY12 Approved	762,350	6.5

Linkage of Budget Programs to Performance

Cases Mediated Successfully

Landlord-Tenant Mediation
FY12 Approved: \$ 762,350 and
6.5 WYs

Headline Performance Measures

Dept	Measure Text	Detail	Current Value	Previous Value	Fiscal Year	Performance
REC	Total number of repeat registrants in recreation programming	Detail	59,976	63,294	FY10	↓
REC	Percent of participants who reported or demonstrated improved well-being based on the Recreation customer survey results (median satisfaction rating of individual survey questions)	Detail	86.0%	87%	FY10	↔
REC	People with disabilities served by Therapeutic Recreation Team	Detail	3,748	3,559	FY10	↑
REC	Total Percent of County residents registered through the Department of Recreation by age group	Detail	9.0%	9.7%	FY10	↔
REC	Percent of youth registered in Positive Youth Development Programs who report program participation benefits	Detail	90%	73%	FY10	↑
REC	Percent of County residents registered through the Department of Recreation: under 5 years old	Detail	13%	12.5%	FY10	↔
REC	Percent of County residents registered through the Department of Recreation: 5-19 years old	Detail	21%	23%	FY10	↓
REC	Percent of County residents registered through the Department of Recreation: 20-54 years old	Detail	5.4%	5.9%	FY10	↔
REC	Percent of County residents registered through the Department of Recreation: age 55 or over	Detail	4.5%	4.3%	FY10	↔
REC	Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that meet or exceed expectations)	Detail	88.0%	91.0%	FY10	↓



Current DHCA View of Linkage Between Headline Measure and Relevant Budget Programs

Headline Measures

Total Housing Produced
and Preserved

Affordable Housing Preserved

Affordable Housing Produced

Relevant Budget Program

Multi-Family Housing

Single-Family Housing Programs



Current DHCA View of Linkage Between Headline Measure and Budget Programs

Headline Measures

Voluntary
Compliance

Repeat
Offenses

Cases Mediated
Successfully

Conciliate Landlord/
Tenant Disputes

Relevant Budget Program

Housing Code Enforcement

Landlord-Tenant Mediation

No Applicable Headline Measures

Administration

Licensing and Registration

Housing Administration

Neighborhood Revitalization

Grants Administration



Reflections on Linkage Between Headline Measures and Budget

- **Department's Reflections**

- Create a measure to demonstrate the funding and impact of neighborhood revitalization on the community.
- Devise strategies which create incentives for additional revenue generation.
- Incorporate CIP funding in to performance measures.

- **CountyStat Reflections**

- Four main programs tie directly to headline performance measures. A another measurement may be useful to help tie other programmatic areas budgeted to performance.



Wrap up

- Follow-Up Items
- Performance Plan Updating

